

PRESIDENT'S REPORT CARD TO THE BOARD OF TRUSTEES

Vision: Clemson will be one of the nation's top-20 public universities.

- University 2020 Goals
- Provide talent for the new economy.
- Drive innovation that stimulates economic growth, creates jobs and solves problems.
- Serve the public good by addressing some of the great challenges of our time.



OUTCOMES FROM INVESTMENTS												
OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10									
Improve student quality and performance.												
Enroll a top-15 undergraduate freshman class.	University record-setting year: freshman applications: 20,756; transfer applications: 2,709. Average SAT: 1253; average ACT: 28.4. Honors College enrolled 299 new freshmen with the highest statistics ever: average SAT 1436; average class rank 8.42; 100 were No. 1 in their graduating class: and 151 are from S.C.	↑	<i>U.S. News & World Report</i> Ranking Criteria National Student Selectivity Rank: 74									
Increase undergraduate student applications in focus areas by 20%.	Applications received to date in focus areas total 8,346.	↑	Total applications in focus areas: 7,450									
Meet objectives of the diversity plan for students.	NSSE 2013: Students report (often to very often) discussions with others different from them by: Race: freshmen 64%, seniors 68%; Economic background: freshmen 74%, seniors 73%; Religious beliefs: freshmen 68%, seniors 70%; Political views: freshmen 73%, seniors 76%. CONNECTIONS Peer Mentoring Program experienced a freshman to sophomore retention rate of 94.9%. Participation increased by 44%, 39 to 89 mentees, for 2013-14. Eleven Peer Dialogue Facilitators facilitated 177 dialogues for 4,200 new and transfer students for the Fall 2013 New Student Dialogue requirement.	↑	Undergraduate = 11.4% minority, 7.2% African-American Graduate = 11% minority, 5.1% African-American Overall = 11.4% minority, 7% African-American									
Increase Critical Thinking, Writing and Mathematics proficiency scores from freshman to senior year as measured by the ETS Proficiency Profile.	Tested 3,500 new freshmen August 18 and 19.	↔	Difference between freshman and senior proficiency scores: Critical Thinking, 9%; Writing Level 3, 3%; Mathematics Level 3, 14%									
Increase the number and quality of doctoral students in focus areas by 30%.	Graduate applications are up 1.5% from last year.	↑	980 Ph.D. students in focus areas									
Increase the number of nationally competitive awards received by undergraduate and graduate students, including two Rhodes Scholars.	John M. Farmer named 2014-15 Astronaut Scholar. Ally Hangartner received "Honor Student" and "Merit Student" awards, and Yue Ren received "Merit Student" award from American Society of Landscape Architects (ASLA) Tri-State chapter.	↑	1 Fulbright Scholar 9 NSF Fellows (5 Honorable Mentions) 4 Goldwater Scholars									
Increase the number of undergraduate and graduate students presenting papers/posters at national meetings.	CU-ICAR's fourth generation of the concept vehicle program, Deep Orange 4, a BMW Manufacturing co-sponsored vehicle, shown in its finished form at the CAR Group Management Briefing Seminar.	↑	64 Professional Enrichment Grants awarded by Graduate Student Government 184 undergraduate students presented CI projects									
Monitor graduating students' employment, continued education and other indicators of success.	<table border="1"> <tr> <th>Post-Clemson Success Indicators</th> <th>2012-2013</th> <th>2013-2014</th> </tr> <tr> <td>Graduating students with full-time jobs or full-time offers</td> <td>46%</td> <td>48%</td> </tr> <tr> <td>Students applying to or enrolled in graduate/professional schools</td> <td>23%</td> <td>20%</td> </tr> </table> <p>Michelin Career Center is ranked #5 by <i>Princeton Review</i> as one of the top career centers in the country.</p>	Post-Clemson Success Indicators	2012-2013	2013-2014	Graduating students with full-time jobs or full-time offers	46%	48%	Students applying to or enrolled in graduate/professional schools	23%	20%	↑	Of Graduates: 25% had accepted full-time jobs, 6% had offers, 28% were accepted into graduate professional schools; Average Salary: \$45,000-\$49,000; 50% remained in SC
Post-Clemson Success Indicators	2012-2013	2013-2014										
Graduating students with full-time jobs or full-time offers	46%	48%										
Students applying to or enrolled in graduate/professional schools	23%	20%										
Top-20 Quality Criteria												
SAT/ACT Average	1253/28.4	↑	1231									
SAT Range	1150-1340	↑	1130-1310									
Acceptance Rate	57%	↑	63%									
Top 10% of graduating class	55%, Fall 2014	↑	45%									
Retention Rate	92%	↑	90.5%									
Graduation Rate	Overall 82.5%; Honors College 94.6%	↑	77.4%									
Student Selectivity Rank	63 (improvement over 64), ranked #22 among publics	↑	74									
Recognition of Writing in the Disciplines	Recognized as 1 of 11 national universities	↑	Recognized									
Financial resource ranking (among national universities)	138 (drop from 137), ranked #74 among publics	↓	98 (national)									
Provide every student opportunities for engagement and leadership.												
Double the number of students participating in Creative Inquiry (CI) and service-learning projects.	68% of graduates who completed the 2013-2014 graduation survey indicated that they participated in an internship, cooperative education, practicum or other experiential learning opportunity while at Clemson.	↑	Fall 2010: 2,008 students; 275 CI teams NSSE 2010: 13% of undergraduate freshman students participated in service-learning; 19% of seniors participated. For 2009-10, 5,000 students reported in community service activities.									

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
While maintaining full compliance and academic progress/graduation success rates above the ACC/SEC mean, field nationally competitive teams—as measured by top-25 national rankings, NCAA tournament participation to include national, ACC division and conference championships.	Fall sports of cross country, football, men's and women's soccer and volleyball are underway: all other sports compete during fall non-championship segments or prepare for winter and spring seasons. More than 350 scholarship student-athletes are working to represent Clemson during the 2014-15 academic year. Clemson's football program again ranked among the most admirable and powerhouse programs in the <i>Wall Street Journal's</i> annual college football grid. Clemson is the only FBS program nationally to finish each of the last three seasons in the top 25 on the field and in the top 10 percent of APR scores in the classroom. Construction of the new baseball player development area at Doug Kingsmore Stadium began in August, while planning for the rebuilding of Littlejohn Coliseum and renovations of suites and construction of the Oculus at Memorial Stadium continues on schedule. 88 student athletes received their degrees over the 2013-14 academic year, while 198 student-athletes were named to the ACC Academic Honor Roll, comprised of student-athletes who participated in a varsity-level sports and registered a grade point average of 3.0 or better for the full academic year. The Department of Athletics also unveiled updated vision and mission statements, along with core values and goals. The mission now reads: "With an emphasis on academic, athletic, personal, professional, and social development and excellence, the Athletic Department will provide the support, environment and infrastructure to promote the mission of Clemson University."		
Top-20 Quality Criteria			
Academic Reputation	3.1, up from 43 to 40 among publics	↑	3.2
Ranked academic departments	Among national public universities, Clemson is 31 st in best undergraduate engineering programs and 50 th in best undergraduate business programs. School of Nursing named a Center of Excellence in nursing education, one of the highest honors in the nursing education field, by the National League for Nursing.	↑	11
Guidance Counselors	4.0, same as previous year. #18 among publics, down from #16	↓	3.9
Overall ranking among national public universities	20	↑	23
Up and Comers	#8 of 14	↑	Ranked 9 th overall; 7 th among public universities
Alumni participation rate	Rank 28th, ranked #4 among publics	↓	28%, third highest among publics
Athletic teams ranking in the top 25	4 teams finished the 2013-14 season with top-25 national ranking: football (#7), women's tennis (#13), women's golf (#15) and men's tennis (#22).	↓	Eight of 19 teams finished with top-25 national rankings: Women's Indoor Track (7), Baseball (8), Women's Tennis (11), Rowing (15), Golf (16), Women's Track (18), Football (24) and Men's Swimming (25).

Source of data for top-20 quality criteria:
Collaborative on Academic Careers in Higher Education (COACHE), Core Alcohol and Drug Student Survey, Educational Benchmarking Inc. (EBI) Housing Survey, ETS Proficiency Profile, Great Colleges to Work For — *Chronicle* Survey, National Survey of Student Engagement (NSSE), NCAA Rankings and Data Comparisons, Student Satisfaction Inventory and *U.S. News & World Report*
Baseline: 2009-10 annual reports or FY2010 serve as the baseline. **Arrows** compare current progress to 2013-14 data rather than baseline data.

OUTCOMES FROM DIVESTMENTS, NEW REVENUE and DISCOVERY & COST SAVING INITIATIVES		
Objectives (in millions)	FY 2015 Target	
	Recurring	Nonrecurring
1. Divestments and Cost Savings	\$2.6	\$-
Progress to date		
Cut divisional budgets (divest) by ~\$2.6M. Reallocated to fund FY15 priorities (invest) in the University's 2020 Plan. The 2020 Plan will enhance student engagement, improve IT infrastructure, address critical deferred maintenance and improvement of physical assets, and fund strategic and critical faculty hires and scholarships. Furthermore, the divestments will help to mitigate over \$15M in mandatory inflationary costs, including the state-mandated cost-of-living increase, impacts from the federally mandated Affordable Care Act, and rising utility and infrastructure costs.	\$2.6	
Total internal reallocations of \$170K were reinvested within College of Agriculture, Forestry and Life Sciences to fund faculty and staff positions.	\$2	
Remaining Target (Over)/Under	(\$2)	\$-
Accountability Indicator	^	=
2. New Revenue	\$0.0	\$7.0
Progress to date		
Remaining Target	\$-	\$-
Accountability Indicator	=	=

OCTOBER 2014

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Increase consistently University enforcement of student alcohol and other drug-related incidences until the intensity and frequency of violations are reduced.	<ul style="list-style-type: none"> • 54 DUI arrests (down 47% from 2012-13) • 271 alcohol arrests (down 6% from 2012-13) • 59 drug arrests (up 18% from 2012-13) • 29 MAAP (up 12%) cases • OCES total alcohol-related incidents 1,027 compared to 814 for 2012-13 (26% increase) 	↑	24 DUI arrests 105 alcohol violations 53 drug arrests 14 Medical Alcohol Amnesty Program cases
Decrease student self-reported harms.	CORE numbers were reported in July, but these reports from students who participated in the new late-night programming initiative (one objective of which is to decrease student drinking) seemed relevant. <ul style="list-style-type: none"> • Among students who participated in the new U-NITES! late-night activity program, 43% agreed they consumed less alcohol than usual when they attended U-NITES! events. 44% of participants chose to attend a U-NITES! event over going out to a bar or party. 90% of participants agreed that U-NITES! provided them opportunities to socialize in an alcohol-free environment. 	↑	320 in CARE network. Had a memory loss (40.8%); missed class (34%); performed poorly on test/important project (22%); drove a car while under the influence (29.4%); in trouble with authorities (14%); heavy episodic drinking (53%)
Top-20 Quality Criteria			
Faculty ranking of infrastructure quality.	Brooks Center for the Performing Arts is #8 on the list of the "25 Most Amazing University Performing Arts Centers" ranked by <i>bestvalueschools.com</i> .	↑	Mean 3.25
Facilities rank by faculty and staff.	Redfern Health Center was reaccredited by Joint Commission for three years.	↑	72% positive responses
Students exercised or participated in physical fitness activities.	Approximately 200 individuals visited the Fike Athletic Training Room in the spring 2014 resulting in 810 total visits. The on-campus location and fee-free policy of the training room allowed undergraduate and graduate students the opportunity to receive injury/rehabilitative health care. Eleven club sport managers were certified in CPR/first aid/AED and completed risk management mock emergency drills. 38 fitness instructors were certified in CPR/first aid/AED and served as first responders during fitness classes at Fike Recreation Center.	↑	NSSE 2009: Seniors 75%, Freshmen 70% (very often/ often)
Students reported the University provided support to help "you understand yourself."	NSSE 2013: Seniors 84%, freshmen 82%, (quite a bit/very much)	↑	NSSE 2009: Seniors 70%, Freshmen 70% (quite a bit/very much)
Increase the reputation of the University: state, national and international.			
Successfully complete our current capital campaign.	To date, the Will to Lead campaign total is \$820M. \$500,000 grant received from the Bosch Community Fund to establish an endowment in perpetuity for automotive engineering fellowships that are aimed at diversifying the workforce and inspiring the next generation of engineers and scientists. Fellowships of \$20,000 a year will go to exemplary students who seek a master of science in automotive engineering at CU-ICAR.	↑	New Target: \$1 billion
Enhance and publicize state, national and international accomplishments by faculty, staff and students.	Dean Emeritus Tom Scott and S.C. Senate Majority Leader Harvey Peeler were named 2014 Advocates of the Year for Agriculture. Fulbright U.S. Scholar program grant awarded to Mark Small . Anna Chorniy was invited to the Lindau Nobel Laureate meeting on economics sciences in Germany. Bert McCarty received the Fred V. Grau Turfgrass Science Award from the Crop Science Society of America. CU Extension Service's pollution prevention and watershed protection program , Carolina Clear , received the Universities Council on Water Resources' 2014 Education and Public Service Award. President James P. Clements is chairman-elect of the five-member executive committee for the Association of Public and Land-grant Universities. Landscape architecture team of Mary Beth McCubbin , Galen Newman , Paul Russell , David Pearson , Katie Lloyd , Susannah Horton and Derek Ryan received a certificate of recognition from the Tri-State ASLA Chapter. Sam Ingram was awarded the Michael H. Bruno Award from the Technical Association of the Graphic Arts. Steven Miller and Leidy Klotz named inaugural "40 Under 40: Professors Who Inspire" by national online publication <i>NerdScholar</i> . Anuradha Pinisetty , Zhaoxin Ye and Amanda Morland selected for DreamWorks SKG's "FX Challenge." Cindy Lee elected to the board of directors for the Association of Environmental Engineering and Science Professors. Serita Acker received the <i>Women of Color</i> magazine's College-Level Promotion of Education award. Sean Brittain and an international team of scientists discovered new evidence that planets are forming around a star about 335 light years from Earth. Center for Automotive and Aviation Virtual E-Schools recently selected as one of ten mentors nationwide chosen by American Association of Community College's mentor program. <i>SaveOnEnergy.com</i> ranked Clemson 7 th in the Associated Press's top 25 college football poll based on their commitment to being green. <i>Greatist.com</i> ranked Clemson one of the 25 healthiest colleges in America for a campus environment that nurtures and educates healthy eating practices, provides excellent medical and mental health services and programs, and fitness opportunities. R. Barton Palmer named editor of <i>South Atlantic Review</i> , journal of the South Atlantic Modern Language Association. Adam Eichelberger elected to the National Council on Public Health and Regulatory Veterinary Medicine. James Morris was 1 of 3 professors nationwide to receive honorable mention from the biology division of the National Council on Undergraduate Research. <i>Princeton Review</i> ranks Clemson : #1 town-gown relations, #2 students pack the stadiums, #2 their students love these colleges, #2 everybody plays intramural sports, #2 jock schools, #3 happiest students, #5 best career services, #12 most conservative students, #14 most religious students, #16 future Rotarians and Daughters of the American Revolution. Kathy Hobgood elected president-elect for the Southeastern Association of Housing Officers. Suzanne Price named editor of the <i>Journal of College and University Student Housing</i> by the Association of College and University Housing Officers — International. Tyler Gailey began term as president of the South Carolina Housing Officers Association. Verna Howell and Kathy Hobgood awarded Article of the Year for their piece in <i>The Talking Stick</i> , a publication of the Association of College and University Housing Officers — International. Student Affairs Publications received Award of Excellence for the <i>2013-2014 Student Affairs Annual Report</i> from the University and College Designers Association. Bert McCarty named a Fellow of the Crop Science Society of America.		

OBJECTIVES	PROGRESS		COMPARED TO 2013-14	BASELINE 2009-10														
Increase the number of external internships and co-ops.	<table border="1"> <tr> <td>Cooperative Education and Internship Enrollment</td> <td>2012-13</td> <td>2013-14</td> </tr> <tr> <td>Students enrolled in co-op courses</td> <td>1,057</td> <td>1,155</td> </tr> <tr> <td>Students enrolled in INT courses (off campus and UPIC)</td> <td>233</td> <td>489</td> </tr> <tr> <td>Students enrolled in other university internship/practicum courses</td> <td>2,352</td> <td>2,122</td> </tr> <tr> <td>Total campus enrollment</td> <td>3,642</td> <td>3,766</td> </tr> </table> <p>From 2011-12 to 2012-13, Clemson saw a 10.4% decrease in the number of students enrolling in internship courses (from 2,625 students to 2,352 students). From 2012-13 to 2013-14, Clemson saw a 38% increase in the number of students enrolled in internship courses, and a 39.6% increase in the number of students enrolled in all experiential education courses.</p>	Cooperative Education and Internship Enrollment	2012-13	2013-14	Students enrolled in co-op courses	1,057	1,155	Students enrolled in INT courses (off campus and UPIC)	233	489	Students enrolled in other university internship/practicum courses	2,352	2,122	Total campus enrollment	3,642	3,766	↑	NSSE: 65% of seniors completed internships or co-ops. 1,390 students enrolled in academic internships; 54 in CCINT.
Cooperative Education and Internship Enrollment	2012-13	2013-14																
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Total campus enrollment	3,642	3,766																
Increase the number of internal (campus) internships to engage 500 students annually.	<table border="1"> <tr> <td>On-Campus Internship Participation</td> <td>2012-2013</td> <td>2013-2014</td> </tr> <tr> <td>Students engaged in on-campus internships</td> <td>164 (target = 130)</td> <td>489 (*Original target = 190)</td> </tr> </table> <p>*State funding was provided in October 2013 to increase the number of UPIC experiences to 635 for the 2014 calendar year. Preliminary fall 2014 numbers indicate this calendar year goal will be easily surpassed.</p>	On-Campus Internship Participation	2012-2013	2013-2014	Students engaged in on-campus internships	164 (target = 130)	489 (*Original target = 190)	↑	NSSE: 23% of seniors worked on campus 6-20 hrs.									
On-Campus Internship Participation	2012-2013	2013-2014																
Students engaged in on-campus internships	164 (target = 130)	489 (*Original target = 190)																
Double the number of students participating in study abroad programs.	1,348 students participated in study abroad (194 Fall '13, 470 Spring '14, 684 Summer '14). In 2014, 24 National Scholars participated in an NSP-coordinated study abroad in Bhutan and South Africa.	↑	2009-10: 910 students participated; NSSE: 22% of seniors had a study abroad experience.															
Establish or enhance two living-learning communities on campus each year.	2013-14 FYE residents total 3,095; 1,543 residents in all 19 LLCs; Lever Hall was renovated for the Residents in Science and Engineering LLC, upgrading community space and moving the College of Engineering and Science advising center there for close proximity to residents; new Clemson University Design Community LLC was opened to bring together students from a variety of design majors with mentorship from a faculty-in-residence; three new LLCs opened fall 2014 increasing overall student participation in LLCs.	↑	2,388 students in First-Year Experience (FYE); 1,086 participated in 15 living-learning communities.															
Top-20 Quality Criteria																		
Recognition of undergraduate research and creative projects	NSSE 2013: 61% of seniors reported completing a senior culminating experience (capstone, project, etc.).	↑																
Recognition of living-learning communities			Recognized as one of 18															
Recognition of internships																		
Recognition of First-Year Experiences																		
Recognition of service-learning																		
Recognition of study abroad			In 2009, study abroad programs won the Institute of International Education Best Practices in International Education Award.															
Synthesized ideas or concepts from different courses when completing assignments or during class discussions.	NSSE 2013: Freshmen 59%, Seniors 80% (very often/often)	↑	NSEE 2009: Freshmen 64%, Seniors 76% (very often/often)															
A strong commitment to teaching.	School of Accountancy and Finance endorsed by the Institute of Management Accountants.	↑																
Recruit, retain and reward faculty and staff quality, performance and productivity.																		
Increase the successful completion of participants' Staff Development Programs.	23 staff completed the 2013-14 Staff Development Program, and 25 have been accepted for 2014-15.	↑	25 enrolled in pilot															
Strategically reward outstanding performance through competitive compensation measures.	The third phase of the five-year Compensation Plan was successfully implemented. The fourth phase is currently being implemented and includes a general cost-of-living increase (2%), and performance-driven and incentive-based bonuses for faculty and staff. Faculty salaries, on average, are at 111% based on OSU research high survey data. Staff salaries on average are currently at 102% of their respective markets.	↑	≤ 40 th percentile of AAUP salaries															
Hire 86 new faculty members with increased funding in five focus areas.	Added 65 new faculty, including 9 strategic hires. Additional 43 are allocated for FY13-14, 14 in strategic areas.	↑	430 faculty in five focus areas															
Meet the objectives of the diversity plan for faculty and staff.	Chief Diversity Office's institutional membership with National Center for Faculty Development & Diversity supports the professional development and retention of underrepresented pre-tenure and tenured faculty post-docs and doctoral students.	↑	Instructional faculty = 15% minority, 3.4% African-American Staff = 15.6% minority, 13.9% African-American Overall = 15% minority, 10.4% African-American															
Increase the number of national academy members to 10.			National Academy of Sciences, National Academy of Engineering (1 nominee), American Academy of Arts and Sciences (2)															

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Ensure talented leaders are available to manage key new initiatives.	Robert H. "Bob" Jones named Clemson's first executive vice president for academic affairs and provost. Eileen T. Kraemer is the new C. Tycho Howle Director of the School of Computing. Windsor Westbrook Sherrill named associate vice president for health research at Clemson and chief science officer at Greenville Health System. Stephanie Garst named the new executive director of US Play Coalition at Clemson.	↑	CU-ICAR CURI Target: Greenville, Online and Distance Education and Summer Programs
Increase research expenditures by 50%.	Research expenditures = \$75.38M	↓	\$69.9M (FY10) Competitive Expenditures
Continue to support economic development through job growth and capital investment in S.C. through innovation and research.	MBA program EnterPrize Awards presented to Even Skjervold and SouthYeast Labs, and Darryl McCune's nonprofit Community Bound. CU-ICAR named a BMW Group Strategic University Partner. 100 th anniversary of the Smith-Lever Act of 1914 that created the Cooperative Extension Service.	↑	Target: spinoff companies, job creations, capital investments
Increase government, university and industry partnerships.	U.S. Secretary of Commerce Economic Development Administration awarded a \$2 million grant to CU-ICAR. The Research One building will provide space for private-public partnerships focused on developing new technologies in the automotive, mobility and IT fields. EDAG, a well-known automotive engineering company, recently signed a letter-of-intent to occupy a significant portion of the new Research One building. EDAG provides automotive engineering services to the global automotive sector and plans to use its site at CU-ICAR to serve the automotive community across the South. S.C. Youth Leadership Academy ranked sixth among the state's 257 middle schools based on student performance on the 2013-2014 South Carolina Palmetto Assessment of State Standards Test.	↑	Target: 10 new corporate partnerships annually
Top-20 Quality Criteria			
Student/Faculty Ratio	17/1	↑	16/1
Percent of full-time faculty	97.1%	↑	96%
Faculty with terminal degrees	88.1%	↔	87.7%
Classes under 20 students	51.2%, Fall 2013	↑	42.7%
Classes over 50 students	14.1%, Fall 2013	↔	13%
Faculty Resource Ranking among national universities	#55, improvement over last year's 68 rank, ranked #8 among publics	↑	102
Research Parks Recognitions			2009: CU-ICAR Emerging Science and Technology Park for North America and one of 5 best global practices by National Academy of Sciences
Build competitive technology and information infrastructure.			
Deploy new student and research information systems successfully.	SIS: Developed plan for implementing reports, automating processes, implementing a functional portal and ending reliance on mainframe processes for student data. Developed plan for implementing Database Extension Utility, required prior to upgrading to Banner XE (Banner 9). Developing implementation policies and procedures for use of Mass Data Update Utility to allow business owners to run processes without custom development. Received demonstration of Ellucian's Operational Data Store and Enterprise Data Warehouse to analyze for advanced reporting needs. Research: The InfoEd PD electronic submission tool began mandatory usage, replacing the Proposal Processing Form on July 1, 2014. To date, the module has routed a total of 222 proposals. OPS conducted 9 principal investigator InfoEd training sessions, 3 department chair training sessions, and 1 associate dean training session during June, July and August, focusing initially on July and August submission due dates. For the academic year, monthly PI training sessions are scheduled on the last Tuesday and Wednesday of each month. User manuals for administrative staff, principal investigators and reviewers (chairs and ADRs) have been completed and supplement the training sessions. A user group began meeting on October 3, 2014 to identify areas of continued improvement.	↑	Target: June 30, 2014, for SIS; December 31, 2014, for Kuali/COEUS
Enhance business system capabilities to decrease transaction costs.	HR: Continued development and testing of ACA compliance module. Kronos System: Approximately halfway through a campuswide implementation of Kronos timekeeping and leave reporting software designed to replace existing paper and mainframe-based systems. Financials: Financials upgrade is approximately 74% complete with a target go-live timeframe of December 2014. The application team is currently working through fit-gap analysis to determine how well the delivered product works for Clemson's business processes and procedures.	↑	Using improved processes technology to reduce payroll, travel, purchasing, evaluation and other activities

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Increase the number and quality of technology-enhanced classrooms.	Technology enhanced classrooms in first quarter of FY15 total 370, a 1.4% increase from FY14 (365), a 8.5% increase from FY13 (341) and a 29.4% increase from FY10 (286). This is 99% of the classrooms CCIT maintains. First quarter focus included completion of Greenville ONE; Long Hall renovations; life-cycle replacements and room upgrades in Martin Hall, Sirrine Hall and Barre Hall; Auditorium upgrades in Brackett Hall and Hardin Hall.	↑	286 classrooms
Measure the effect of high-performance computing on productivity.	Sponsored Research Awards: • \$3.6M in new awards in FY15 to date to researchers engaged in Clemson's HPC environment. In FY14, \$15.5M was awarded, a 19% increase over FY10. Compute Capacity: • 20,740 cores in FY15 to date, up 134% over FY10. Diversity of Use: • 222 researchers in FY15 to date used HPC, up 46% over FY10. • 29 departments in FY15 to date used HPC, up 52.6% over FY10. Growth in Use: • 16.9M HPC compute hours used to date in FY15. FY14 showed a 138% increase over FY10. • 1,931 in HPC compute years used to date in FY15. FY14 showed a 137% increase over FY10.	↑	FY10: 8,864 High Performance Computing (HPC) cores; 152 researchers and 19 departments using HPC; 42.3 million HPC compute hours; 4,829 HPC core compute years; \$13M in new awards related to high performance computing
Leverage enhanced infrastructure for partnerships and shared cloud services.	In FY15, 104 partnerships involved cloud services or development of cyberinfrastructure, a 197% increase over FY10. Anticipate expansion in FY15 with more new partnerships.	↑	35 partnerships (FY10) that involve cloud services and/or the development of cyberinfrastructure
Replace 35% of paper journals collections with online or shared library resources.	The Brown Digital Resources Laboratory has been scheduled for 715 hours of training, classroom instruction and use since August 2013. The Libraries' Institutional Repository, TigerPrints, currently hosts 4,882 items, which have been downloaded 104,813 times.	↑	3,752 print journals 45,462 e-journals
Top-20 Quality Criteria			
Rank of Clemson's supercomputing technology will remain in the top 10 among public universities in the U.S.	Clemson's Palmetto Cluster ranks as the 66 th fastest supercomputer globally, its third-highest ranking in six years, and ranks in top 5 fastest at public universities.	↑	Top 500 Supercomputing; Clemson's Data Center ranks 2 nd among public universities' supercomputing sites and 90 th among the world's top 500.
Maintain an environment that is healthy, safe and attractive.			
Enhance and build teaching, research, student life and athletic facilities.	South Carolina Electric and Gas Energy Innovation Center at the Restoration Institute in North Charleston has been awarded LEED Gold certification by the U.S. Green Building Council. <i>Architectural Digest</i> has tapped Lee III, the new Thomas Phifer -designed expansion of Lee Hall, as "one of the best in new university architecture around the world." Douthitt Hills housing and student life projects received final state approvals. \$6.8M spent to improve housing and dining facilities, including new beds, HVAC upgrades and kitchen improvements in various facilities, and added the Boar's Head Deli at Fernow Street Café and Panda Express at Hendrix. Construction continues on the \$30.3M Watt Family Innovation Center, to be completed in December 2015, and \$10M Freeman Hall addition, to be completed by August 2015. Construction commenced in late July for the \$8.85M expansion of the Doug Kingsmore Baseball Stadium. Occupancy of the stands, dugouts and player locker room area planned for January 2015 with the coaches' offices, dining area, player lounge, meeting rooms and museum complete in April 2015. The \$96M Core Campus Project is now under construction with completion planned for fall semester 2016.	↑	Target: \$129.3M excluding auxiliary operations, which is developing a plan including ADA compliance
Address deferred maintenance.	Lowry Hall window replacements, Brackett Hall reroof, Martin Hall and Long Hall elevator upgrades, Administrative Services Building HVAC and the Fike Gym ductwork replacement projects are complete. Hanover House fire suppression and the Trustee House window replacement projects will be completed by mid-October. The \$980K renovation of the former USDA Ravenel building is in process with completion planned for December 2014.	↑	Target: \$7.9M/year from \$2.2M; invest \$20.2M in critical HVAC upgrades and renovations
Upgrade the campus utilities infrastructure.	\$4.8M wastewater treatment plant critical maintenance project is underway with completion in early 2015. Design phase on the \$850K Ravenel District sewer lift station project is in progress. The multi-phase upgrade to the campus electrical infrastructure system to ensure ongoing compliance, safety and reliability is progressing with engineering planning concepts and project budget for initial project submission by early 2015. A \$950K capacity and reliability project is being bid for high-efficiency boiler installation this fall. Submission of a coal boiler replacement capital project request is going through engineering design cost estimates for a target construction commencement date of summer 2015. The \$10M West Campus Energy Plant is in the concept design stage to include site approval and engineering cost estimate in preparation for final approvals in October.	↑	Target: \$43.1M